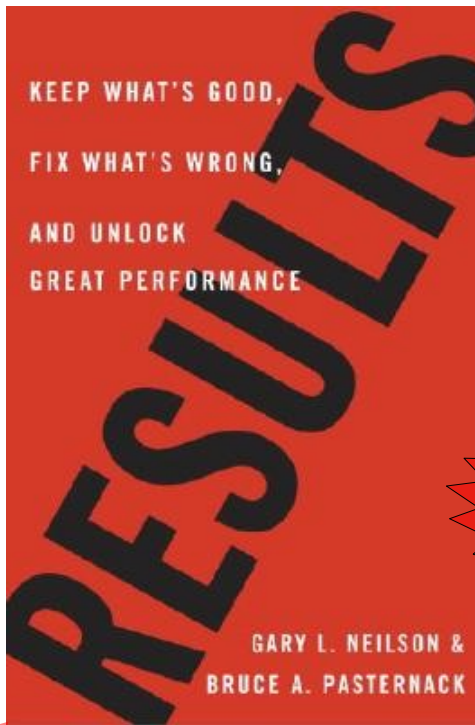
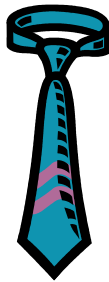


Table of Contents—all elements contained within!

the act of combining or adding parts to make a unified whole



the power or ability to return to the original form, position, etc., after being bent, compressed, or stretched; elasticity



the set of nongenetic traits, qualities, or features that characterize a person or thing

to spring, arise, or proceed as a consequence of actions, circumstances, premises, etc.



the outline or contour of the human face, especially the face viewed from one side.

Executive Book Summary

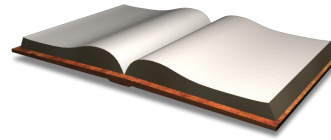
Don McBean December 2, 2011

Ed admin 826.3 Human Resources—K. Walker, B. Bayle

a history



Armed with a combined 50 years of experience helping clients with organisational transformation issues, Neilson and Pasternack created the *Org DNA Profiler*SM and from late 2003 until early January 2005 collected 30 000 voluntarily submitted surveys as well as 15 000 client specific profiles. This data led to the distillation of their organisational types/personalities and the writing of this book released in 2005. Since then, there have been a number of publications of various elements of these ideas, particularly in the Harvard Business Review. The profiler site is still active and Neilson continues to publish with various collaborators within Booz Allan. Curiously, these articles, though paralleling the concepts of, do not directly reference Results. A search of "Results the book" in the Booz Allen site gives 238 responses, not one of which are this volume. . . Undoubtedly there are things I do not under-

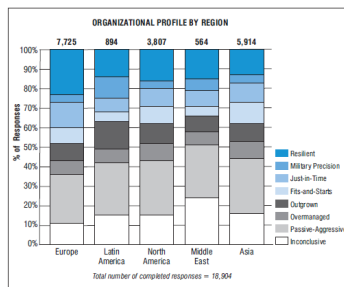


a summary

Welcome to a classic self-help book for corporate businesses. Gary Neilson and Bruce Pasternack, current and former top executives with Booz Allen Hamilton a leading provider of management and technology consulting services have packaged in this book ideas developed within their combined 50 years of practice. The premise is that based on various combinations of interaction between the four building blocks (strands) of organisational "DNA", there can be identified seven different distinct identities or personalities. With answers to the 19 questions of their online analysis survey they can determine these and prescribe individualised "gene therapy" to ameliorate the practice and prognosis of the company's health. Full of real world examples, visuals and research based on some 50 000 profiles, Neilson and Pasternack have the right stuff to put a business on the "Road to Resilience".

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FIGURE A.8—EUROPEAN PROFILES ARE SIGNIFICANTLY HEALTHIER



This approach is in place globally . . . the above chart comes from the data analysis section that is the last chapter in the book and provides a breakdown of personality

Real World Examples:

Just a few of the true stories of enterprises experiencing organizational transformation with the help of this approach: Cargill, Proctor and Gamble, 7-11, Corning clinical labs, The Special Olympics, Four Seasons Hotels, Chiquita Brands International,

some praise

"Results identifies a number of all-too-common organizational pathologies that get in the way of business performance. More than that, Neilson and Pasternack provide explicit, example-filled advice on how to fix the problems and take your organization to the next level."
—Jeffrey Pfeffer, professor of organizational behavior, Stanford Business School, coauthor of *The Knowing-*

the point

The first step to breaking out of this vicious and debilitating cycle is to recognize the powerful role the individual plays in any organisationTo generate consistently superior results, organizations need to unlock the trapped potential of their own employees by aligning individual actions with the actions of others and the interests of the firm as a whole . . . every day . . . at every level.

"RESULTS"

Gary Neilson has been with Booz Allen Hamilton since 1980, working with Fortune 1000 companies on issues of transformation, restructuring and major change initiatives. He has directly serving over 250 companies and public sector institutions on organisational matters.



Gary leads the team that developed the *OrgDNA* Profiler which compiled over 50 000 profiles from over 100 countries. From this he has authored and coauthored over 25 articles as well as appeared on numerous television shows.

His biography does not mention any aspect of a family life.

Bruce Pasternack worked as well with Booz Allan from 1978 until 2003, founding and leading the organisation and strategic leadership practice. In 2003, after years of involvement with the Special Olympics, Bruce became the CEO of this organisation, serving in this capacity until 2008. This role is highlighted in the book *Special Olympics* being characterized as a classic example of an just-in-time organisation.

the authors

Bruce has left the Special Olympics and currently serves on a number of corporate boards. Similarly, there is no mention of family involvement.



some more praise

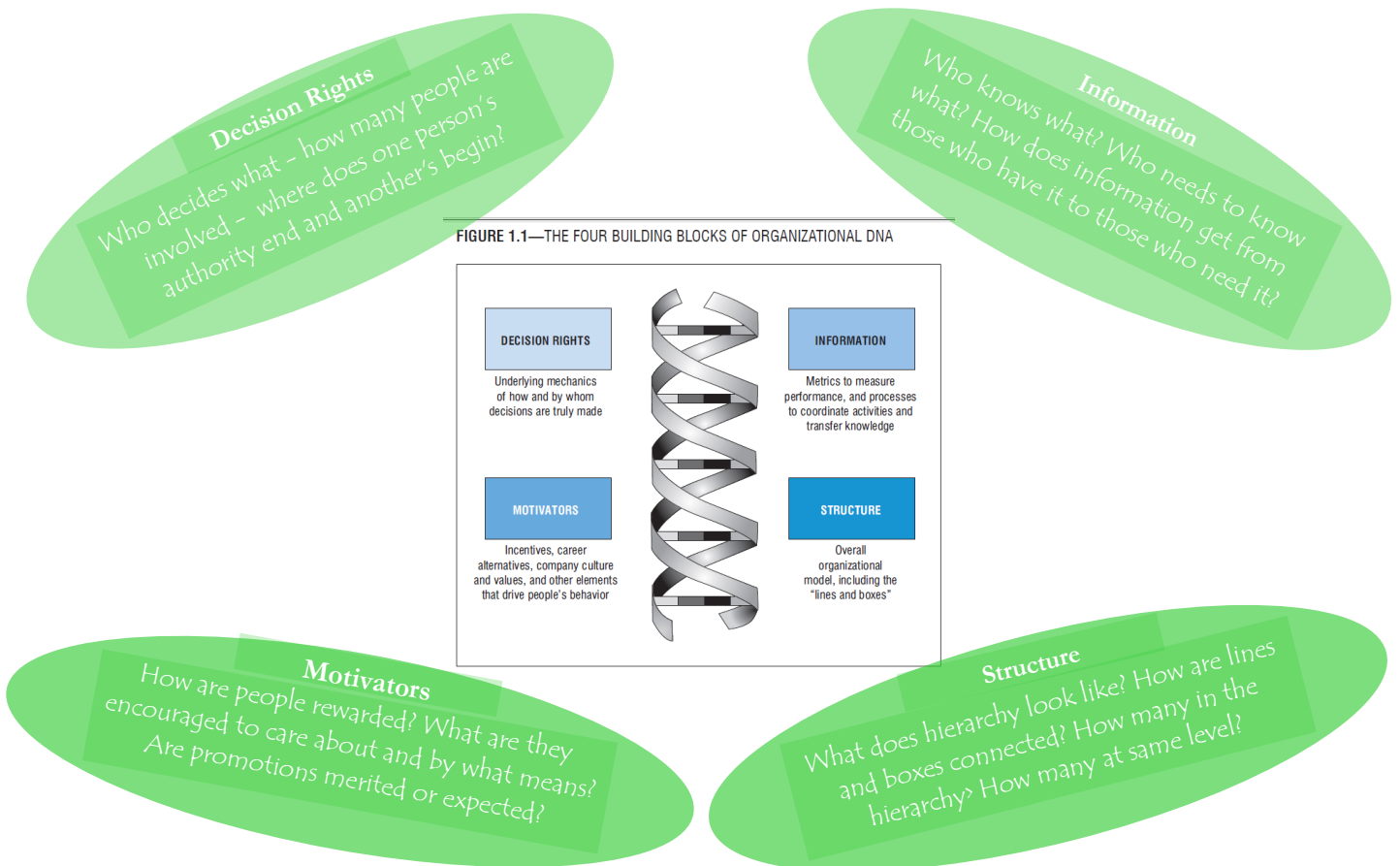
"Whether a minion, manager, or monarch in your organization, *Results* is a thoughtful and well-researched tool that will help you understand the DNA of your company. Do you plan with the precision of a military machine or play it by ear? Can you turn on a dime or with the aplomb of an oil tanker? Whatever the size of your business, and wherever you play in it, you'll find something of interest and use in this book."

—Stephen Carter, CEO of Superior Essex and former CEO of Cingular Wireless

Four Building Blocks to Success!

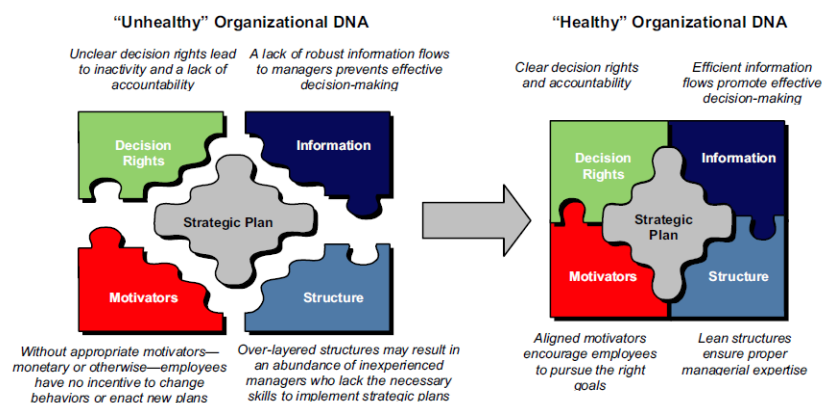
(important fundamental idea!)

Four elements or building blocks are analysed and the make up of each, together with the interaction between each are used to determine 7 different personalities. These four ideas are foundational to all organisations, with the authors purposefully putting "Structure" last to emphasise how, contrary to common practice, restructuring is not the first avenue of action, that in fact, without aligned changes to other building blocks, it will rarely produce sustained positive results . . . These four blocks become strands in the DNA metaphor



Integration is everything!

“Improving or fixing the DNA of a business means weaving intelligence, decision-making capabilities, and a collective focus on common goals widely and deeply into the fabric of the organization so that each person and unit is working smartly—and working together.”



dna profiler

The *Org DNA Profiler*® Survey is still online and with the responses the adjacent 19 questions as well as some general descriptors of the business enterprise, will give you an assessment of the personality . . . later pages to learn how a general school is assessed.



and remember

. . . in introducing change you must be mindful of the unintended consequences that can ripple across an organisation . . . you need to understand the magnitude of the change effort required. Steps taken to modify any or all of the four building blocks of your organization's DNA must be coherent, coordinated, and clear.

FIGURE A.1—ORG DNA PROFILERSM: NINETEEN QUESTIONS GROUPED BY BUILDING BLOCK

		Potential Responses	
STRUCTURE	1. At the middle management level, the average number of direct reports is . . .	• 5 or more	• 4 or fewer
	2. Promotions include lateral moves (from one position to another on the same level in the hierarchy)	• Agree	• Disagree
	3. "Fast track" employees here can expect promotions . . .	• Every 3 years or more	• Less than every 3 years or more
DECISION RIGHTS	4. The culture of this organization can best be described as . . .	• "Persuade & Cajole"	• "Command and Control"
	5. Important strategic and operational decisions are quickly translated into action	• Agree	• Disagree
	6. The primary role of corporate staff here is to . . .	• Audit the Business Units	• Support the Business Units
	7. Managers above me in the hierarchy "get their hands dirty" by getting involved in operating decisions	• Frequently	• Rarely
	8. Once made, decisions are often "second-guessed"	• Agree	• Disagree
	9. Everyone has a good idea of decisions/actions for which he or she is responsible	• Agree	• Disagree
INFORMATION	10. Overall this firm deals successfully with discontinuous change in the competitive environment	• Agree	• Disagree
	11. Important information about our competitive environment gets to headquarters quickly	• Agree	• Disagree
	12. Field/line employees usually have the information they need to understand the bottom line impact of their day-to-day choices	• Agree	• Disagree
	13. We rarely send conflicting messages to the marketplace	• Agree	• Disagree
	14. Information flows freely across organizational boundaries	• Agree	• Disagree
MOTIVATORS	15. Line management has access to the metrics they need to measure the key drivers of their business	• Agree	• Disagree
	16. If the firm has a bad year, but a particular division has a good year, the division head would still get a bonus	• Agree	• Disagree
	17. Besides pay, many other things motivate individuals to do a good job	• Agree	• Disagree
	18. The individual performance appraisal process differentiates among high, adequate, and low performers	• Agree	• Disagree
	19. The ability to deliver on performance commitments strongly influences career advancement and compensation	• Agree	• Disagree

Note: An alternative Mission-Oriented profile is available.

7 personalities, their symptoms, remedies and favourites - can you line them up?

Attention!! These categories are all n

Personality	Slogan	Symptoms/Traits
Passive Aggressive	"The good old days meet the brave new world"	<ul style="list-style-type: none"> • Win some, lose more: peaks and valleys of performance • Asleep at the switch: Fundamentally decentralised, top execs are too weak or disengaged to rein in the excesses • Internal strife = Market confusion • Information quagmire: ideas flourish but nobody knows what the other is doing • Random Rewards give rise to intraorganisational conflicts
Fits and Starts	"Flying in formation"	<ul style="list-style-type: none"> • It's a culture of controlled chaos - - what works is what wins • Mavericks meet managers - "cowboys" distain organisation, but both are essential for success • Reinventing wheels - hard to duplicate successes or grow- too much reliance on individuals and passion • Firefighting burnout - everything being "life or death and too long days can't be maintained
Outgrown	"We're from corporate and we're here to help"	<ul style="list-style-type: none"> • Command and control fails to deliver - red tape and layers and layers of communication = decisions delayed • Micromanaged at eh extreme - peering over shoulders is routine and managers "make work", lots of second-guessing • Bottlenecked decision-making - too much information, too many layers to consider, nothing happens
Overmanaged	"As good as it gets"	<ul style="list-style-type: none"> • Smiles mask internal dissent • Shopping for decisions is a pastime • There's a Bermuda Triangle of information flow • Mixed Message Motivators • Defensive memos abound (CYA!!)
Just-in-Time	"Let a 1000 flowers bloom"	<ul style="list-style-type: none"> • Remote controls that don't work: centralised management but decentralised information • The founders fingerprints are everywhere - completely centralised decision making • Proliferating Workarounds: workers are motivated (good!) but can't follow process (bad) so do what they have to to "make it work" • The emperor has no clothes - everyone knows but no one will say
Military Precision	"Everyone agrees but nothing changes"	<ul style="list-style-type: none"> • No less than 10 organizational traits that define this top of the heap personality . . .see final inside page to get a glimpse!
Resilient	"Succeeding, by the skin of our teeth"	<ul style="list-style-type: none"> • Clear chain of command - everyone is in line and knows their responsibilities • Lean mean machine - no inefficiencies here • Consistency is not a hobgoblin - knowing what to do and doing it is honoured



Your image here

These should make sense . . .

Personality	Slogan	Symptoms/Traits	
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So I did the test . . .

I submitted answers to the questions of the DNA Profiler for as general a school as I could imagine. A principal who is not a tyrant but follows school board directions. Neither an leading innovative staff nor a dysfunctional group, I answered the questions as neutrally as possible. The resulting analysis follows:

Org DNA Profiler®

Based on your responses, your organization is an Outgrown Organizational Type and your Org DNA Coherence Index score is 20%

The Outgrown Organization

“The good old days meet a brave new world”

Too large and complex to be effectively controlled by a small team, this organization has yet to “democratize” decision-making authority.

The Outgrown organization is literally bursting at the seams — it's expanded beyond its original organizational model. Too large and complex to be controlled effectively by a small team of senior executives, it has yet to “democratize” decision-making authority. Consequently, much of the organization's potential remains untapped. Because power is closely held at the top, the Outgrown organization tends to react slowly to market developments and often finds it cannot get out of its own way. If you're in the middle of this organization, you might well see opportunities for positive change, but it's just too hard to run these ideas up the flagpole. The legacy of top-down direction and decision-making is well entrenched, and old habits die hard.

In an Outgrown organization, people are motivated more by values and pride versus incentives and rewards. Workarounds are a common occurrence since process and internal issues typically get in the way of focus on markets and customers. Top leaders typically deliver consistent messages and collaboration across organizations run high. Yet, influence in the Outgrown organization depends mostly on title and role.

What's the transferability?

The initial “aha” upon looking at this book was thinking how the 7 personalities fit many school and classroom climates and indeed individuals in a school setting . . . A little thought along these lines . . .

Who are you?

We all know many of each of these personality types and recognize ourselves in one or two different profiles on any given day. Remedies for business don't obviously transfer to the individual and though there can be parallels drawn, self correction cannot follow such radical prescription as some business might . . .

Your classroom!

The classroom is a much more similar dynamic to a business though certain constraints of practice are entrenched. Perhaps it is better thought of a public organisation than a free market enterprise. The line of command and communication are very clearly in the control of the teacher but if they don't exercise reasonable practice, the same sort of dysfunction can easily develop.

Your school!

There are definitely strong parallels that develop when these profiles are applied to the whole school or school division setting. The principal is a middle manager attached in both directions to the powers of superiors and subordinates. The personalities and remedies offer great insight and promise!



Organisational

Ten ways that one becomes "as good as it gets!"

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1. Entertain the inconceivable: Benchmarking against the limits of human imagination!
2. Build a culture of Commitment and accountability: nothing to hide and nowhere to hide it!
3. Move the goal posts . . . Every three years: setting new goals that are challenging but manageable .
4. Show the courage of your convictions: not following trends nor changing for change's sake
5. Bounce back from adversity: stuff happens, deal with it quickly, head on, no blaming
6. Think horizontally: flattening hierarchies, breaking down silos, transferring best practices, I get ahead when we all get ahead!
7. Self Correct: institutionalized internal mechanisms for finding and correcting problems before they are!
8. Listen to the complainers: institutionalize mechanisms for surfacing and addressing what isn't working smoothly
9. Put your motivators where your mouth is: honest and clear performance appraisals and consistent rewards for top performance
10. Refuse to rest on your laurels: no complacency, even a little paranoia is good! Resilience is not perfection-it's the passionate pursuit of perfection!

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What Don thinks - some reflections . . .

We all know what happens when we squeeze a handful of sand in order to hold it . . . the harder we squeeze, the more it escapes through every crack of our fingers and fists. That's how I always end up feeling about self help literature. There are very many great ideas here. The construction of a parallel of personality and corporate practice seems to me perfectly valid. The identification of the different manners that we employ in our practice is very useful - that we need to identify our type(s) in order to change our behaviour is foundationally accurate. The four building blocks are important and worthy of identification at any level from personal to multi-national, especially the questions of Decision Rights and Information. The real life examples that support every point made are interesting and relevant. But what happens, at least to me, is that the more detailed and prescriptive the elements of the "help" are revealed, the less there seems to be any real direction to the message.



Self-help literature is not without purpose and serves well to open our eyes to new realities; to understand our place and promise in a hitherto unrecognised light. Results fully satisfied me during my first read through but perhaps my greatest excitement toward its ideas came from my initial reading the dust-jacket flaps. As I identified myself and colleagues in the 7 personalities, great promise for paths out of the wilderness sprang forth. Closer examination revealed what we all know to be true. Every situation is individual and requires a great deal of self-examination and unrelenting effort.

And then we/I get cynical and critical . . . might this just be a pastiche of mixed metaphors that fills 300 pages and the pockets and egos of a couple of smart entrepreneurs. . . But no . . . It's a fine optic that gives a valid perspective to the path up the mountain . . . Taken for what it's meant to be . . . a signpost, not a silver bullet . .



KEEP WHAT'S GOOD,
FIX WHAT'S WRONG,
AND UNLOCK
GREAT PERFORMANCE

The Last Word

(last paragraph of the book)

"I strongly believe if you get the right people in the right chairs, and let them know what their goals and objectives are and get out of the way, you'll get it done."

Jim Owens, chairman and CEO of Caterpillar Inc.
in interview, Peoria, Il., November 11, 2004.

Neilson, G. L., & Pasternack, B. A. (2005). *Results: Keep what's good, fix what's wrong, and unlock great performance*. New York, NY: Crown Publishing

Want to see more of this work? Free download at
<http://www.booz.com/media/file/BoozCo-Results-Book-Excerpt.pdf>

NEILSON &
BRUCE A. PASTERNAK